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Lesson: Mission, Vision, Values and Team Members

Introduction

Lesson Objectives

Over 20,000 team members share the Mission, Vision and Values of BayCare.

After you complete this lesson, you should be able to:
• Recognize BayCare's Mission statement
• Recognize the purpose of the Vision statement
• Identify team member behaviors that demonstrate BayCare’s Values
• Recognize BayCare’s commitment to diversity

Mission Statement

BayCare Health System Mission Statement
How we serve our community is defined in our Mission statement.

BayCare Health System will improve the health of all we serve through community-owned health care services that set the standard for high-quality, compassionate care.

Vision Statements

BayCare Health System Vision Statement
BayCare has a vision statement for the entire organization. BayCare will advance superior health care by providing an exceptional, patient-centered experience.

The vision statement is the desired future state of the organization, where we want to be.

Vision Statements for the Hospital Divisions
All BayCare divisions share BayCare Health System’s Vision and the same Mission and Values, but each also has its own Vision statement, which reflects the unique differences and initiatives of the communities served.

Morton Plant Mease Health Care Vision Statement
Morton Plant Mease Health Care will be a nationally preeminent health care system offering innovative, accessible, and quality services in collaboration with physicians, team members and the communities we serve.

Includes Mease Countryside, Mease Dunedin, Morton Plant, and Morton Plant North Bay Hospitals.

St. Anthony’s Hospital Vision Statement
St. Anthony’s Hospital will advance superior health care by providing an exceptional patient-centered experience with a focus on spiritual well-being.
**St. Joseph's Hospitals Vision Statement**
St. Joseph's Hospitals/South Florida Baptist Hospital will be the regional leader in medical excellence by improving the health of our community through accessible, compassionate, and family-focused health care services.

*Includes St. Joseph's John Knox Village, St. Joseph's Hospital, St. Joseph's Women's Hospital, St. Joseph's Children's Hospital of Tampa, South Florida Baptist Hospital, St. Joseph's Hospital-North and St. Joseph's Hospital-South.*

**BayCare HomeCare Vision Statement**
BayCare HomeCare will be the pre-eminent provider of home care services in the communities we serve. We will work together with our hospital partners, physicians, and the community to provide our patients a coordinated continuum of high-quality, compassionate home care.

**BayCare Behavioral Health Vision Statement**
BayCare Behavioral Health will be recognized for clinical excellence, innovation and access to a continuum of recovery-focused therapeutic services.

**Winter Haven Hospital Vision Statement**
Winter Haven Hospital will be a nationally pre-eminent health care system offering innovative, accessible, and quality services in collaboration with physicians, team members, and the communities we serve.

**BayCare Health System Values**

**BayCare’s Values**
BayCare's Values support the organization's Vision statements and BayCare's Mission to improve the health of all we serve through high quality and compassionate care.

The Values of BayCare Health System are **trust**, **respect** and **dignity** and reflect our **responsibility** to achieve health care **excellence** for our communities.

It is important that each team member demonstrates behaviors that reflect our Values.

**Diversified Workforce**

**BayCare Encourages Diversity**
At BayCare Health System, we believe in practicing our Values of trust, respect, dignity, responsibility and excellence. We embrace an inclusive environment that recognizes and appreciates individual differences.

**Diverse Workforce Reflects Communities We Serve**
Based upon our diversity criteria, BayCare encourages diversity that reflects the communities we serve. Our leadership commits to the development and active support of a diverse workforce through education, recruitment and retention efforts.
Lesson: Quality

Introduction

Lesson Objectives

To help us fulfill our Mission, each team member must understand our Quality Model and apply the concepts every day at work.

After you complete this lesson, you should be able to:

- Recognize BayCare's definition of Quality
- Identify the components of the Quality Model
- Recognize team members' actions to support the Quality Model

Definition of Quality

BayCare's definition of Quality is simple. It is serving the needs of the customer.

"Quality healthcare means doing the right thing at the right time in the right way for the right person and having the best results possible."


BayCare Health System Quality Model

A fundamental component of what makes BayCare Health System an extraordinary organization is a focus on Quality.

The Quality Model illustrates our focus and consists of philosophy and processes. The parts which make up the Quality Model are:

Quality Philosophy:

- Customer Needs
- Process Focus
- Continuous Improvement

Quality Process:

- Plan
- Assess and Report
- Improve

Promoters of our Quality Culture:

- Leadership
- Recognition and Reward
- Communication
- Education and Training
Quality Philosophy

Principles of Quality Philosophy

The three principles of the Quality Philosophy are Customer Needs, Process Focus and Continuous Improvement.

The first principle of the Quality Philosophy starts with customers and their needs. This is the foundation of our Quality pyramid.

All of our customers have different needs. To determine their needs, we must ask open-ended questions, so we can provide the service they expect.

Customer Needs: Service, Outcome and Cost

The foundations of the BayCare Quality Model, Customer Needs are defined as Service, Outcome and Cost. Exceeding the customer’s expectation of service, outcome and cost means that we will provide customer service excellence, one patient—one caregiver at a time.

Review the following chart for an explanation of service, outcome and cost:

<table>
<thead>
<tr>
<th>Service</th>
<th>Service is the customers’ expectations for team members’ behavior, attitude and environment. Failing to serve the needs of the customer is an error.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome</td>
<td>Outcome is the customers’ expectation of process or service results. Customers expect less pain, improved condition and accurate test results. Our leaders are responsible for creating an environment where team members feel comfortable reporting errors. If errors are not reported and corrected, a patient may become seriously ill or die.</td>
</tr>
<tr>
<td>Cost</td>
<td>Cost is the customers’ expectation regarding value for their dollar. Customers want the product or service to be worth what they paid.</td>
</tr>
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Process Focus

The second principle of the BayCare Quality Philosophy is Process Focus. A process is a series of steps with an end result. For example, we all use processes to order supplies, make a bed, give medications and even arrive to work on time.

Process focus is important because it helps us identify where and why errors happen. In BayCare, we focus on process changes to correct errors that may occur.

The important point here is not the ‘who’ but the ‘how’.

Continuous Improvement

The third principle of the BayCare Quality Philosophy is Continuous Improvement. To make our organization better, we measure errors and track our progress as we improve. This philosophy encourages you, as a team member, to look for opportunities for improvement.
Quality Process

Components of the Quality Process

To maintain our level of success as a health care system, we need your help. Understanding what BayCare Quality means is important to the team and our customers as well.

There are three components of the Quality Process.

Review the components of the Quality Process:

<table>
<thead>
<tr>
<th>Components of Quality Process</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan</td>
<td>Defining a system-wide strategy to serve customer needs and achieve the vision of the organization</td>
</tr>
<tr>
<td>Assess and Report</td>
<td>Measuring and reporting how well we are performing</td>
</tr>
<tr>
<td>Improve</td>
<td>Taking actions to improve the processes used to deliver products and services to our customers</td>
</tr>
</tbody>
</table>

Plan

Quality planning is essential to our strategy to serve the needs of the customer. It is the responsibility of BayCare Leadership to develop strategies to better serve our customers. It is the responsibility of each BayCare team member to help execute the strategies. Such collaboration will help our organization arrive at the BayCare Four Key Results.

The BayCare Four Key Results are:

- **Patient-Centered Experience**: Our customers are central to all we do. We use the word experience because every customer interaction influences their overall perception of BayCare.
- **One Standard of Care**: Assures that every customer receives the same standard of care with every BayCare service every time. Best practices= Best outcomes.
- **Top Decile Performance**: BayCare aspires to achieve the top 10% rating of healthcare organizations.
- **Financial Stability**: Maintaining our AA credit rating and level of market relevance.

Assess and Report

Team Map is the web-based quality improvement reporting tool to assess and report our process improvements and to identify ways to better serve the needs of the customer.

Everyone can contribute to the Team Map. The following are examples of contributions:

- You can add to your department's plan by identifying processes that need improvement in your area.
- You can also offer assistance in the measurement process by suggesting how your team can check for errors, collect data and measure progress.
Improve

BayCare uses several quality improvement methods that enhance our ability to apply the BayCare Philosophy and Process to issues team members face every day.

All improvement teams focus on service, outcome and cost by listening to the Voice of the Customer.

These teams ask, “What does the customer truly want and need? How can we most efficiently serve that need?”

Improvement Methods

Team members can participate in an improvement project. The methods used include Work-Out, Lean and FOCUS-PDSA (Plan, Do, Study, Act), as well as Six Sigma (DMAIC, Lean Six Sigma and DFSS), and PMBOK.

Work-Out, Lean and FOCUS-PDSA are fast-paced and intended for use at the department level.

Six Sigma projects tend to be more complex and can address strategic areas of the business, including process optimization and development of new processes.

PMBOK is a reference to Project Management Body of Knowledge, which is issued by the Project Management Institute. This is a set of standard project management tools that can be used in a wide variety of settings.

Promoters of a Quality Culture

The Four Promoters

The four Promoters of Quality Culture are: Leadership, Education and Training, Communication, and Reward and Recognition.

Place your mouse over each promoter on the Quality Model to view an explanation of the four Promoters of Quality Culture.

**Leadership:** BayCare’s leadership is accountable for connecting daily operations into the overall mission, strategic plans and values of the organization. Leadership provides opportunities for you as a team member to participate in the processes that support the Quality culture such as process improvement projects and Team Map.

**Education and Training:** Education and training is made available to all eligible team members. Leaders provide opportunities for you to grow and develop in both personal and professional goals. Tuition reimbursement is available to anyone who attends an accredited approved program.

**Communication:** Communication is important in promoting a Quality culture. Leaders share and seek information through Hospital Division newsletters, town meetings and department meetings. Leaders are responsible for creating a safe culture that permits open communication within the organization.

**Recognition and Reward:** Both leaders and team members can recognize and reward other team members for supporting BayCare’s Quality culture. You can be recognized through a variety of methods including notes, awards, promotions and merit increases.
BayCare’s Values and Beliefs

BayCare’s values are described by five behaviors that support personal accountability.

- **Build Trust:** “I value and respect others’ viewpoints and ideas.”
- **Imagine It:** “I create innovative solutions to continually improve the health of our community.”
- **Own It:** “I own the challenges and opportunities I encounter.”
- **Let’s Talk:** “I engage in open, honest and timely communication.”
- **Be BayCare:** “I am BayCare, committed to work as ONE.

To help support our quality culture, team members are encouraged to take personal accountability by:

- Recognizing their roles and responsibilities
- Owning their individual responsibilities
- Working with management to create a learning environment
- Following through with personal learning or process changes
Lesson: Customer Service

Introduction

Lesson Objectives

Exceeding customer expectations begins with YOU! Paying attention to Key Words and Key Actions will help you communicate with our customers, especially those who might be anxious, shy, embarrassed or confused.

After you complete this lesson, you should be able to:

- Recognize the different surveys BayCare uses to assess customer needs
- Recognize team member behaviors that support excellent customer service
- Understand best practices for creating lasting first impressions
- Identify and understand the components of the AIDET Communication Model
- Identify and understand the components of the AAA Service Recovery Model

Assessing Customer Needs

Surveys

The importance of our customers is represented by our emphasis on measurements to maintain quality and service excellence. BayCare surveys both internal and external customers to establish goals and measure success.

BayCare uses the following surveys to identify customer needs and measure how well we are serving the needs of our customers:

- Team Member as Customer (TMAC)
- Patient Satisfaction Surveys
- HCAHPS

About the Surveys

Survey information plays a crucial role in prioritizing goals, establishing measurements and determining initiatives for continued business success.

The Team Member as Customer (TMAC) survey provides BayCare management insight into team member satisfaction and opportunities for improvement.

The Patient Satisfaction Survey assesses service and quality performance to determine patient satisfaction.

Survey results also help BayCare to determine key opportunities for improvement and focus on any customer concerns.
Review the chart on this page for two key opportunities for improvement:

<table>
<thead>
<tr>
<th>Opportunities for Improvement</th>
<th>BayCare’s Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responding to customer concerns and complaints</td>
<td>When appropriate, BayCare will create an action plan, educate team members and monitor for improved customer satisfaction.</td>
</tr>
<tr>
<td>Keeping the customer informed</td>
<td>Customers will be given regular updates and kept informed of changes.</td>
</tr>
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</table>

**Communicating with Our Customers: The AIDET Communication Model**

BayCare is introducing the AIDET* Communication Model! Team members should use this model to communicate with patients and their families as well as with other customers. AIDET has been adapted in order to promote consistent behaviors that support customer satisfaction and team member engagement, thus impacting the patient-centered experience.

*AIDET is an evidence-based communication model developed by The Studer Group which is used across BayCare.

The components of the AIDET Model are as follows:

**A—Acknowledge:** A is for Acknowledge. Acknowledge customers with a warm greeting- Attitude is everything!

**I—Introduce:** I is for Introduce. Introduce yourself politely to our customers. Tell them who you are and how you are going to help them. Connect the customer with other team members who will be serving them, and escort customers where they need to go rather than giving confusing directions.

**D—Duration:** D is for Duration. Our customers’ time is just as valuable as our own, and we want to always provide them with clear and concise details regarding the duration of time in which procedures such as X-rays and other scans, testing, and surgeries will take.

**E—Explanation:** E is for Explanation. Provide a clear and concise explanation of our services. Advise the customer of what you are doing, how procedures work and whom to contact if they need assistance. Communicate any steps they may need to take. Make words work. Talk, listen, and learn. Make time to help.

**T—Thank You:** T is for Thank You. Thank the customer for choosing BayCare. Foster an attitude of gratitude. Thank all of our customers for their patronage, help or assistance. Always ask, “Is there anything else I can do for you? I have the time.”
Service Recovery: The AAA Service Recovery Model

Although we strive to provide the right service for the right person at the right time, we don’t always get it right with every attempt. While we are an excellent organization, we are not a perfect organization, but we do believe that we have the tools in place to provide the best customer service possible. During those opportunities when something goes wrong, it’s very important to have a successful service recovery plan. BayCare has adopted the AAA Service Recovery Model.

The components of the AAA Service Recovery Model are as follows:

**Apologize**: “I am sorry this happened.” **Stop** what you’re doing and apologize quickly, if not, the customer’s resentment may worsen. Don’t place blame; don’t be negative toward the customer or fellow team member. Apologizing makes the customer feel that they are heard and understood.

**Acknowledge**: “I realize how difficult this must be for you.” **Yield** to the customer’s feelings. Say things like “I understand that you are upset” Or “I recognize how frustrated you must be”. Stay calm. Attitude is everything, and at BayCare, we always strive to exhibit an attitude of gratitude.

**Act**: “This is what we would like to do for you.” **Go** make it right. Once you have learned all of the facts surrounding the opportunity, let them know that you will research the matter and get back with them directly. Do what you say you are going to do: look into the matter. If possible, offer options to make amends, give an apology. Give an apology as often as the opportunity arises.

Actions implemented to make right what went wrong will depend on your position and your department. Just as the opportunities for service recovery will differ throughout our health system; therefore, our roles and actions implemented will vary among each opportunity, each Hospital Division, each department, and each team.

Customer Service Expectations

Every interaction shapes our customer’s perception and our goal is that the perception is always positive. When demonstrated consistently, these behaviors directly influence team member engagement and customer satisfaction:

- Respectfully listens to viewpoints and ideas of others (Build Trust)
  - Asks for permission from the customer and waits for an answer before providing services.
  - Takes the time to stop and help a customer in need, without being asked.
  - Follows through to meet the expectations of our customers.
  - Respects and addresses customers’ spiritual and cultural needs, maintaining their dignity at all times.
  - Works collaboratively with team members and respects varying perspectives.

- Creates innovative solutions to continually improve the health of our community (Imagine It)
  - Asks for permission from the customer and waits for an answer before providing services.
  - Takes the time to stop and help a customer in need, without being asked.
  - Follows through to meet the expectations of our customers.
  - Respects and addresses customers’ spiritual and cultural needs, maintaining their dignity at all times.
  - Works collaboratively with team members and respects varying perspectives.
• Personally invests in their job and how they impact the BayCare mission (Own It)
  – Provides a positive patient experience by maintaining a comfortable, quiet and compassionate environment
  – Helps without being asked and demonstrates flexibility in meeting the changing needs of the department (including accepting reassignment)
  – Demonstrates on-the-spot service recovery
  – Willingly learns from both mistakes and successes, taking appropriate action on feedback
  – Identifies and reports errors, and participates in error-reduction initiatives

• Engages in open, honest and timely communication (Let’s Talk)
  – Introduces self and explains role, services offered and duration in an understandable manner that is appropriate for the customer
  – Consistently asks “What else may I do for you?”
  – Demonstrates courtesy and etiquette when communicating to customers in person, writing, electronically or by telephone
  – Asks for and offers constructive feedback, and accepts coaching in a positive manner

• Acts as BayCare and is committed to work as one (Be BayCare)
  – Speaks positively of our organization, physicians, peers, co-workers and our services
  – Reflects a positive attitude in all communications and interactions
  – Demonstrates the BayCare Values of Trust, Dignity, Respect, Responsibility and Excellence
  – Supports initiatives for One Standard of Care